	Georgia Technology Authority	
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Title:	**Technology Project Management Standard**	
Effective Date:	03-03-2003	**Revision Date: Original**
POC for Changes:	**GTA Program Management Office / DIRECTOR**	
Synopsis:	Sets forth requirement that Agencies utilize and apply a project management methodology to those projects that have a $50,000 or greater investment in technology.	

PURPOSE

To set forth the Georgia Technology Authority's standard for managing technology projects. This standard is established in recognition of the fact that:

1. Sound project management practices add value that benefits the project and the organization; and,
2. Research shows that projects are more likely to succeed if organizations consistently apply industry standard project management principles.

SCOPE

All Agencies as that term is defined in O.C.G.A. Section 50-25-1. Specifically, this standard applies to all technology projects within all agencies, as well as all agency projects that have a significant technology component (i.e. a cumulative investment in technology related to the project of $50,000 or more).

STANDARD

1.0 All Agencies shall utilize a project management process for all technology resources for projects that have a cumulative investment in technology of $50,000 or greater. No specific project management process or methodology is dictated by this Standard; however, agencies must utilize a project management process of their choosing that applies industry-standard project management principles throughout the project's life cycle. Application of these principles should be tailored according to the complexity and importance of the project.

2.0 GTA shall provide oversight and project management for all technology resources for projects approaching or exceeding a cumulative investment of $1 million.

3.0 GTA shall provide oversight on any project as requested by the Governor's Office, and is available to assist all agencies in the management of all other technology projects upon agency request.

GUIDELINES

1.0 PROJECT MANAGEMENT AS A BEST PRACTICE

GTA recommends that agencies utilize a project management process for all projects that have a technology component regardless of the dollar value of the project. Application of these principles should be tailored according to the complexity and importance of the project. Therefore, a simple or small project may only require that a project schedule and resources be tracked to ensure that the project remains on course (e.g. use of Microsoft Project application), whereas a large multi-year project may require a rigorous methodology (e.g. the Rational Unified Process).

2.0 GTA's PROJECT MANAGEMENT LIFE CYCLE MODEL

GTA uses five phases of a Project Management Life Cycle modeled after the Project Management Institute's (PMI) life cycle (see the Project Management Body of Knowledge (PMBOK). These phases are: Initiation, Planning, Execution, Control, and Closeout. Because every project and every organization is different, these industry standard project management principles should be tailored to the complexity and importance of the project. Whichever approach or model is chosen, the principles associated with the five phases discussed below must be followed.

2.1 **INITIATION** – GTA requires that a thorough business case be developed for each project. This business case should demonstrate that the agency clearly understands the business need to be met by the project; the business case should also reflect that the agency has prioritized the project within the Agency's project portfolio. The business case should demonstrate:

2.1.1 Alignment of the project with the agency's strategic direction;

2.1.2 That the project reflects the highest and best use of the agency's resources; and,

2.1.3 That all other key initiation activities have been addressed (e.g., executive sponsorship, high level resource analysis, high level deliverables, scope definition, definition of project organizational structure, development of a high-level timeline and cost estimates, charter creation, etc.).

2.2 **PLANNING** – Planning is the most critical process for achieving project success, and the greatest return on investment of the project management effort is achieved during this phase. Planning addresses important details of the project, and defines those activities that will move the business owner from the current state to the desired future state. Key activities in the planning process include:

2.2.1 Developing a project overview that provides essential information about the project including Background, Current State, Future State, and Need;

2.2.2 Scope Definition that describes the broad requirements of the project, including the business benefits and technical objectives that the project is to accomplish. It should also include the project justification, objectives, deliverables, and a comprehensive work breakdown structure;

2.2.3 Developing an overall strategy that includes the project management life cycle, critical success factors, and project logistics;

2.2.4 Describing the project organization, including stakeholders, customers, and project team members;

2.2.5 Identifying assumptions, constraints, and dependencies;

2.2.6 Defining key project management activities, including:

2.2.6.1 A staff plan and staff acquisitions;

2.2.6.2 All risks, scope, issues, and procurement management;

2.2.6.3 A communications plan, and;

2.2.6.4 A detailed schedule and supporting budget.

2.2.7 Establishing change control procedures, including a description of how changes will be managed, e.g., capturing, tracking, communicating, and resolving changes identified to the Change Control Board (or function) for this project;

2.2.8 Developing project performance measures;

2.2.9 Defining quality objectives and controls - The processes required to ensure the project will satisfy the needs for which it was undertaken; and,

2.2.10 Implementing configuration management, including a description of how project information will be managed.

The output of the planning process described above can be captured in a variety of ways. Within GTA, a project management plan (PMP) is used to document these planning activities. The PMP is a living document that is continually revised to reflect the current state of planning to satisfy the needs of the project as they evolve.

2.3 **EXECUTION** – Project execution is the process of implementing those actions in the Project Management Plan. This is the phase of the project life cycle where project integration activities occur and where the product or service of the project is developed. Key elements include:

2.3.1 Appropriate risk and issue management, and effective change control;,

2.3.2 Appropriate project performance and tracking measures;,

2.3.3 Appropriate communications processes;,

2.3.4 Detailed milestones to regularly validate the project's continued value; and,

2.3.5 Clearly-defined criteria and procedures for acceptance of project deliverables.

2.4 **CONTROL** – After planning, project control is the next most critical process in a project's life cycle, and occurs concurrently within all phases of the project. Project control is the process for monitoring, evaluating, and responding to activities or events that can jeopardize the project's success. These include risk response control, schedule control, scope control, quality control, and budget control for the project.

2.5 **CLOSE-OUT** – Project close-out is an important phase of the project management life cycle and consists of, as a minimum, the following:

2.5.1 Administrative Close – Those administrative activities needed to close the project including project records, project team performance information, and lessons learned;

2.5.2 Contract Close – Those contractual actions needed to make the contract file complete including records of project deliverables acceptance, vendor performance information, and any other information needed by the procurement officer to close the files.

AUTHORITY

- O.C.G.A. 50-25-4 (a)(12)
- O.C.G.A 50-25-4 (a)(11)

TERMS AND DEFINITIONS

1. Project – a temporary endeavor undertaken to create a new or unique product or service. Major revisions or modifications to existing technology systems or resources may also be deemed to be a project.
2. Project Management – a discipline that involves people applying appropriate processes to meet business/program goals within time, cost, technical and quality requirements.

REFERENCES

- GTA Program Management Office (PMO) Methodology
- The Project Management Institute Project Management Body of Knowledge.